

14 July 1977

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MEMORANDUM FOR: [REDACTED]

SUBJECT : O/DDCI Comment on MAG Recommendations

We have been asked to comment on four MAG recommendations to the DCI (11, 12, 18 and 30 in "Recommendations Summary" of June 20). I am providing a copy of this memorandum to the DDA who has been given the action on furnishing comments on all of the recommendations to the DCI through the DDCI.

Recommendation 11: Examine the desirability of using closed-circuit TV/video-taped presentations for the DCI to communicate better with Agency personnel.

Comment: Closed-circuit TV and video-taped recordings do provide an additional technique that can be used by the DCI in communicating with Agency personnel. The best use of this channel is for bringing to all employees (including field staffs, where feasible) a prompt replay of meetings at which the DCI makes statements of general interest.

As a direct address system, this technique has very serious limitations. Where a President of the U.S. can justifiably use the medium of TV for a fire-side chat, the DCI deals with a much smaller and more concentrated audience, and a televised presentation emphasizes rather than eliminates distance and aloofness.

Recommendation 12: Expand "Notes from the Director" to provide a forum for timely, forthright, factual accounts of initiatives, programs and options under consideration, etc. Include recognition of recent Agency accomplishments.

Comment: I see nothing in this recommendation that is inconsistent with the DCI's use, current and projected, of "Notes from the Director". The spirit of the recommendation, i.e., that the "Notes" should be as informative and as constructive as possible, is fundamental to the concept of the "Notes".

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Recommendation 18: Strengthen the DDCI's (or any other appropriate officer's) role in clarifying and expressing your aims to employees.

Comment: Certainly the task of clear and meaningful communication between the DCI and Agency personnel is shared by the DDCI and other senior officials. This is a fundamental management obligation for the DCI, not a needed organizational move.

Recommendation 30: Consider forming a centralized office of Executive Liaison to coordinate interagency cooperation.

Comment: We view interagency relations as falling into two distinct categories:

1. Relations with national security agencies;
2. Relations with other cabinet level executive agencies.

The former is, of course, handled within the intelligence community structure. Centralized responsibility for the latter is lodged, with the DCI's approval, in the office of the DDCI.

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cc: DDA

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